



**TOWN OF MEDWAY**  
COMMONWEALTH OF MASSACHUSETTS  
**MASTER PLAN COMMITTEE**

Medway Town Hall  
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[masterplancommittee@townofmedway.org](mailto:masterplancommittee@townofmedway.org)

**Monday, August 22, 2022 @ 6:30 p.m.**  
**Zoom Meeting**

Master Plan Committee Members Present: Becky Atwood, Carey Bergeron, Jess Chabot, Susan Dietrich, John Foresto, Siri Krishna Khalsa (exited meeting at 8:26 PM), Denise Legee, Sarah Raposa, Linda Reynolds, Debi Rossi, Kristen Salera and Jack Wolfe.

Master Plan Committee Members Absent with Notice: Eric Arbeene, Ellen Hillery, Cassandra McKenzie.

Master Plan Committee Members Absent: Tara Kripowicz.

Master Plan Committee Staff: Ms. Susy Affleck-Childs, Planning and Economic Development Coordinator; Barbara Saint Andre, Community Development Director; Jeanette Galliardt, Recording Secretary.

Other Town Officials Present: Leanne Harris and Khalid Abdi, Board of Health members.

Others Present: Jenn Goldson, Consultant, JM Goldson, LLC; Laura Smead, Senior Community Planner, JM Goldson, LLC.

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**Call to Order**

At 6:31 PM Ms. Chabot called the meeting to order and conducted a roll call of members present as follows: Becky Atwood, Jess Chabot, John Foresto, Siri Krishna Khalsa, Sarah Raposa, Linda Reynolds, Debi Rossi, Kristen Salera, and Jack Wolfe. It is noted that Carey Bergeron, Susan Dietrich, and Denise Legee joined the meeting within minutes after the roll call. Members Eric Arbeene, Ellen Hillery, Tara Kripowicz and Cassandra McKenzie were absent.

As this meeting is entirely remote, any votes taken will be by roll call in accordance with the Town's Remote Participation policy.

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*Committee members and affiliated groups*

*Jessica Chabot, Planning & Economic Development Board – Chair  
Debi Rossi, Board of Parks Commissioners – Vice Chair*

*Eric Arbeene, At-Large Member | Becky Atwood, Cultural Council | Carey Bergeron, Energy & Sustainability Committee  
Susan Dietrich, School Committee | John Foresto, Select Board | Ellen Hillery, Finance Committee | Siri Krishna Khalsa, Council on Aging  
Tara Kripowicz, Conservation Commission | Denise Legee, Open Space Committee | Cassandra McKenzie, Economic Development Committee  
Sarah Raposa, At-Large Member | Linda Reynolds, Lions Club | Kristen Salera, Medway Business Council  
Jack Wolfe, Affordable Housing Trust & Committee*

## **Meeting Protocol**

Persons in attendance at the meeting used the Raise Hand function via Zoom to indicate they wished to speak. Otherwise, people remained muted.

## **Presentation – Updates on Master Plan Report and Action Plan, and draft Implementation Plan**

*The following information was reviewed: (1) Link to the updated Master Plan Report dated 8-15-22, [https://www.townofmedway.org/sites/g/files/vyhli8006/f/news/medway\\_mp\\_draft\\_081522\\_v4\\_pages.pdf](https://www.townofmedway.org/sites/g/files/vyhli8006/f/news/medway_mp_draft_081522_v4_pages.pdf); (2)*

*(2) Link to the updated Master Plan Action Plan dated 8-16-22, [https://www.townofmedway.org/sites/g/files/vyhli8006/f/news/medway\\_actionplan\\_draft\\_081622\\_pages.pdf](https://www.townofmedway.org/sites/g/files/vyhli8006/f/news/medway_actionplan_draft_081622_pages.pdf);*

*(3) various reports from boards and committees with comments and suggestions (Attached)*

Present: Jenn Goldson, Consultant, JM Goldson, LLC; Laura Smead, Senior Community Planner, JM Goldson, LLC.

Ms. Goldson briefly reviewed the project schedule, noting that the public comment period expires on September 7. Final revisions will then be processed, and a final draft will be presented to Master Plan Committee on September 27. The expectation is that a vote to adopt could occur at that time, or perhaps additional revisions will be considered. The overall plan is to go to the Planning and Economic Development Board on October 11 for final adoption. It is possible that the Select Board may be included in that meeting.

Ms. Chabot noted that the September 27 meeting is on a Tuesday and revisions must be submitted by September 7, emphasizing that the September 27 meeting is not the time to submit revisions. Mr. Wolfe reported that the Affordable Housing Committee is meeting on September 7, but he is encouraging everyone to submit comments beforehand with just discussion occurring on that night.

At this time, Ms. Smead presented a portion of the Action Plan with the implementation framework; it is a redline version so that all changes are outlined from the original text. Utilizing slides from the Master Plan, she quickly reviewed the maps and other areas that were updated. In some instances, a single page version is included along with a double page version for a larger display. She described other changes based on feedback on ink color for easier reading and contrast. For the Plan Framework page, it was noted that it will be updated again after all the revisions have been processed, as necessary. Ms. Smead added that some “wordsmithing” was also done to smooth language and increase clarity. Links to the updated Master Plan and the Action Plan were presented in the meeting materials. Ms. Dietrich pointed out a change in language (Goal 20, item a) that the School Committee had voted on (first half of sentence), asking why additional language is appearing now. She had submitted this vote in the comments from the School Committee. Responding to a question from Ms. Chabot, Ms. Dietrich stated that this particular goal and comment, from the perspective of the School Committee, is facilities-based, and does not represent any plan or initiative being considered at this time. Ms. Smead continued to scroll through the remaining pages.

In the Action Plan, Ms. Smead noted there is a brief description of the Master Plan Committee and a summary of the initiative. The Implementation Framework identifies and connects the goals within the Plan. The Action Plan is 131 pages long, and she will make sure the goals sync up with those outlined in the Master Plan itself.

Next Ms. Smead displayed an Implementation Matrix which shows the responsible party, funding, responsible parties of support, and other details.

At this time, Ms. Chabot opened the discussion to any members of the public who had joined the meeting. Mr. Jim Wickis complimented the group on how comprehensive the materials are. He expressed concern for Goal 14, Item E which refers to the protection of the tree canopy, specifically, with biodiversity and conservation to ensure long term persistence of rare and other native species, etc., adding that there is no mention how that

will be accomplished. He spoke briefly about invasive species and the resulting impact on biodiversity. He suggested adding language that would direct conservation to work toward managing or eliminating invasive species. Ms. Chabot had no objection to the addition of this language. Ms. Smead pointed out that it is referred to under Goal 17 Item F. That strategy is more fully explained in the Action Plan. Mr. Wickis noted this was not included in earlier versions and is content with this without the additional language previously suggested.

Ms. Leanne Harris, Board of Health member, requested an improved list of responsible parties. The Board of Health believes it should be more involved as a responsible party for things like waste management, environment, clean water, etc. as referenced in her email. Ms. Smead responded that she reviewed those comments earlier today, noting she had no objection to adding those comments into the Action Plan. Ms. Harris noted that things such as composting were also discussed at their meeting and acknowledged that many of these topics have been incorporated into the document.

Ms. Julie Dennehy of the Medway Business Council thanked the committee for all the hard work it has accomplished, including Ms. Goldson and the team at JM Goldson LLC in this appreciation.

Ms. Smead next focused on comments received from groups. The Finance Committee expressed concerns around costs, what is definition of “affordable”, suggestion to combine Goal 21 and Goal 23 as they are big ticket items, community center, community pool, outdoor skating rink. Discussion followed on keeping them separate as a community center could involve a repurposing of existing space, not new construction. It was suggested that the language could reflect that these things are separate but could be combined when considering funding sources or other components. A skating rink and pool are more recreation- based, while a community center would be more arts and culture-based.

Regarding the pool or skating rink, the Finance Committee suggested leaving the language more general as “continue to consider” construction options, etc. Mr. Foresto emphasized that keeping things general is better to avoid pressure on Parks and Recreation from the public. Brief discussion followed. Ms. Rossi, Chair of the Parks and Recreation Commission, will discuss it more with the Commission. It is hard to explain to the public that while something is being considered, it is not necessarily definite.

Continuing, other comments from the Finance Committee were reviewed (reduction in emissions, solar projects) and discussed; no language changes are being proposed at this time. There was significant discussion on the reduction of emissions, also noted in comments from the Energy and Sustainability Committee which suggested a 50% reduction. Ms. Legee noted that data is reported to the state because Medway holds a Green Community designation. The language could reflect compliance to state goals which may change over time. The comment relative to protection of Drinking Water and purchase of additional capacity is misleading. Ms. Saint Andre pointed out that the Town is purchasing SEWER capacity, not water, which are very different things; it was noted that Town staff has been contacted to respond.

There was a comment regarding mention of specific agricultural properties; the preference was that it should be kept generic as that kind of property is privately owned and mention of it could impact sales negotiations. Discussion followed during which it was noted that it could be referred to as “acquisition of open space” and that the Town has the Right of First Refusal when land is taken out of Chapter 61A and for sale for use other than agricultural. Additionally, it was noted that specific parcels were mentioned in the 2020 Open Space and Recreation Plan, meaning that such information about key parcels has already been made public.

Concern was expressed about preserving the “tree canopy” and the broadness of that term. The response to the comment was that the inventory of tree canopy could apply to those trees on municipally owned land, i.e., street trees, open space and recreation, surrounding municipal facilities, etc. Mr. Foresto theorized that the Town performs a GIS flyover with drones every six months which could be a place to start.

With regard to CPA funding, there was concern that residents could vote to disengage from a CPA surcharge on top of their property taxes.

Additional comments noted that the photographic image of Choate Park is outdated and should be replaced, corrections of some typos, and concern for consistency in formatting.

At this time, comments from Town Staff were considered; it was suggested to combine some strategies as 94 strategies is a lot. Ms. Chabot suggested breaking them into primary and secondary strategies. Discussion followed. Are there too many strategies? Could goals be cross-referenced to similar ones to show inter-connectedness? Ms. Goldson pointed out that, over the course of ten years, 94 strategies equate to 9-10 each year. Not every strategy is achievable for a variety of reasons and may be deferred to a future plan. Mr. Wolfe theorized that too many goals can be problematic. Prioritization of goals could come first, followed by the strategies to accomplish those goals.

Mr. Foresto expressed concern that many goals are funding-based (capital-intensive) while others are more process-based. A high number of goals may put people off of doing anything. Ms. Dietrich emphasized that we are not promising to do all these things, but rather, to promise to consider these things. Additionally, some goals reflect initiatives that are already underway. Ms. Raposa added that the high number of goals/strategies reflects the work of the committee in engaging the community in this process. She suggested that data could be formatted or “packaged” differently, possibly a more extensive appendix, or other ways of presenting the information. She expressed concern for not including important strategies just because they cost money.

Ms. Chabot encouraged committee members to take another look at the strategies to see if some can be combined or omitted. Ms. Smead pointed out that the strategies can be grouped or divided up, much of which can be handled during the implementation phase. She cautioned against excessive editing as it dilutes the work that was done. Ms. Chabot pointed out that there have been numerous meetings with the Town Manager and Select Board to secure feedback as to priorities and approaches. This committee is not charged with the task of deciding which projects should get funding, which project benefits the most people, or any other decision related to this plan. Mr. Foresto specified that public safety is the Town Manager’s highest priority, followed by schools, and then seniors.

Discussion returned to various comments submitted from boards and committees. Ms. Smead noted that many of these involved the “smoothing out” of language for clarity and similar minor changes.

Review of comments from the Energy and Sustainability Committee along with DPW Compliance Coordinator, Stephanie Carlisle. Mr. Khalid Abdi, Board of Health, pointed out that drinking water quality is the responsibility of the Board of Health. This was mentioned earlier. Directing her response to Ms. Smead, Ms. Chabot instructed her to add the Board of Health as a responsible party for drinking water. Additional comments involved clarification on roles of responsibility.

Several language changes were suggested relative to Goal 17. This is similar to Mr. Wickis’ comments; Ms. Chabot had an objection to the suggested change. There was concern that the proposed change for 17e seems to change the nature of the strategy. Ms. Chabot asked Ms. Affleck-Childs who indicated that these suggestions could instead be incorporated into the processes of the Planning and Economic Development Board and included in changes to the Zoning Bylaw if necessary. Some of the language could be articulated in the Action Plan.

There were no objections to the comments and/or suggestions provided by the School Committee.

Comments were received from the Department of Public Works relative to both the Draft Master Plan and the Action Plan. There were no objections to any as they further define areas of responsibility.

Comments from the Board of Health suggested that some items could be incorporated into other goals.

### **Proposal to create a Master Plan Implementation Committee**

*The committee reviewed the following information: Draft Proposal, dated August 18, 2022. (See Attached)*

At this time, Ms. Chabot briefly outlined the committee and its composition, and reviewed its responsibilities. In essence, it could be considered a group to audit the Master Plan as well as serve as advocate for various Master Plan activities that must be approved by residents at Town Meeting. Keeping the community informed is also an important function of this group. Discussion followed. Ms. Chabot urged members to review the proposal and forward any questions or concerns to Ms. Affleck-Childs.

### **Next Steps**

Ms. Chabot asked committee members to submit any additional comments to Ms. Affleck-Childs and Ms. Goldson by September 7, the close of the public comment period. The Goldson team will need to incorporate the comments before the updated materials are distributed the week before the Committee's next meeting on September 27. Ms. Chabot asked for a summary document that would reflect changes aside from wordsmithing; this will help members review the specific changes quickly.

### **Review of Correspondence**

All correspondence consisted of emails from boards and committees with comments on the Draft Master Plan and Action Plan were already considered during the review of the proposed language changes.

### **Member comments and questions**

None other than those already presented.

### **Public Comments**

None at this time.

### **Topics for future meetings**

None other than those already discussed.

### **Date for September MPC meeting**

Due to the Rosh Hashanah holiday on Monday, September 26, the next meeting of the Master Plan Committee will be held on Tuesday, September 27 at 6:30 p.m.

### **Review minutes of July 25, 2022 Master Plan Committee meetings**

*The committee reviewed the Draft minutes from Master Plan Committee meeting held on July 25, 2022.*

**Ms. Dietrich made a motion to approve the July 25, 2022 Master Plan Committee meeting minutes, as presented; Ms. Reynolds seconded. No amendments were submitted. ROLL CALL VOTE: 9-0-2 (Atwood, abstain; Bergeron, abstain; Chabot, aye; Dietrich, aye; Foresto, aye; Legee, aye; Raposa, aye; Reynolds, aye; Rossi, aye; Salera, aye; Wolfe, aye).**

### **Other business as may come before the Committee**

None.

### **Adjourn**

**At 8:51 PM Ms. Dietrich made a motion to adjourn; Ms. Rossi seconded. No further discussion. ROLL CALL VOTE: 11-0-0 (Atwood, aye; Bergeron, aye; Chabot, aye; Dietrich, aye; Foresto, aye; Legee, aye; Raposa, aye; Reynolds, aye; Rossi, aye; Salera, aye; Wolfe, aye).**

*Respectfully submitted,*

*Jeanette Galliardt*

*Recording Secretary*

*Reviewed and edited by,*

*Susan E. Affleck-Childs*

*Planning and Economic Development Coordinator*

## Susan Affleck-Childs

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**From:** Dlegee@comcast.net  
**Sent:** Monday, August 15, 2022 9:19 PM  
**To:** Susan Affleck-Childs  
**Cc:** Tina Wright  
**Subject:** [External] Master Plan Edits  
**Attachments:** Choate park and pond photo.jpg

Hi Susy,

We discussed the Master Plan at our August Open Space meeting. There were no deal breakers for anyone. Tara Rice just noted that the photo of Choate Park in Chap 5, goal 17, page 49 is old, showing the beach, and needs to be replaced. That was one of my observations too. I attached a photo I took a month or so ago if you need it.

Jim Wickis had the following comments which I asked him to E-mail me after the meeting to make sure we got it right:

For Goal 15, one of the four priorities is “biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats”. This is an excellent priority, but there is no strategy listed that will address this priority. However, with a simple addition of a strategy such as “Implement actions that will reduce the dominance of invasive plant species”, biodiversity conservation will increase.

My thinking goes like this—

-as the presence of invasive plant species increases in a habitat, biodiversity decreases. Conversely, reducing the presence of invasive species in a habitat and allowing native plant species to prosper, biodiversity will increase.

For someone who wants more explanations about this process from the scientific literature, see

<https://oceanservice.noaa.gov/facts/invasive.html#:~:text=Invasive%20species%20are%20capable%20of,coastal%20and%20Great%20Lakes%20ecosystems>, or <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7194640/>

-in Medway, there are more than twenty invasive plant species on public lands. The dominance of these invasive species will keep increasing, because natural forces are insufficient to reduce their growth. Only human interventions can reduce the invasive species growth.

Thus, there must be a strategy/action plan that calls for a reduction in invasive species dominance. Otherwise, the priority of “biodiversity conservation” is doomed to failure.

Here are my edits:

Chapter 3

Goal 4 – Blue section of pie chart – move % value to the next line to make it more readable.

Goal 7 – Strategy a – Should add “where feasible” to the complete streets note.

Chapter 4

Page 34, map – it is difficult to see where the traffic calming is intended. Perhaps add street names.

Goal 13 map – add in intersecting street names

Chapter 5

Intro page 43, Goal 15 add either “work toward” or “Strive to”

Page 45, Goal 14, strategy d. I thought this was a low priority? Not sure why it is here.

Goal 17 – as noted above, replace old photo of Choate Park.

Chapter 6

Goal 23 – Change “Tri Valley ...” to “Tri-County Regional Technical High School”

There were several photos noting Sandy Johnson as the photographer, goal 17, 20, 22 and 23. Those all need to be changed to Sandy Johnston.

Joanne also said she had some feedback, but she is planning to E-mail me. Since I have not gotten it yet, I didn't want to hold this up. I will follow up with her in the next day or two.

Tina was not at our meeting so there are no comments from her.

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**From:** Susan Affleck-Childs <sachilds@townofmedway.org>

**Sent:** Friday, July 22, 2022 7:33 AM

**To:** Becky Atwood <becky.atwood@gmail.com>; carey.bergeron@gmail.com; Cassandra McKenzie <fordmck64@gmail.com>; Debi Rossi <drossi@townofmedway.org>; Denise Legee <dlegee@comcast.net>; Ellen Hillary <fjhillery@verizon.net>; Eric Arbeene <eric.arbeene@gmail.com>; Jack Wolfe <painstruments@hotmail.com>; Jess Chabot <jesswchabot@gmail.com>; John Foresto <jforesto46@gmail.com>; Kristen Salera <salerahomesolutions@gmail.com>; Linda Reynolds <linda.reynolds@pobox.com>; Sarah Raposa <raposamedway@gmail.com>; Siri Krishna Khalsa <sirikrishnakaur558@gmail.com>; sdietrich@medwayschools.org; Tara Kripowicz <Kripowicz.mcc@gmail.com>

**Cc:** Jeanette Galliardt <jgalli2006@aol.com>; Barbara Saint Andre <bsaintandre@townofmedway.org>; Jennifer Goldson <jennifer@jmgoldson.com>; Laura Smead <laura@jmgoldson.com>; Anna Rice <arice@townofmedway.org>

**Subject:** July 25, 2022 Master Plan Committee meeting

Good morning,

Attached are items for your review in preparation for discussion at Monday's Master Plan Committee meeting. This includes the agenda, minutes from the 6-13 and 6-27 meetings, and the first draft of the ACTION Plan.

The 7-18-22 DRAFT Master Plan is available at:

[https://www.townofmedway.org/sites/g/files/vyhlf8006/f/uploads/medway\\_mp\\_draft\\_071822\\_v2.pdf](https://www.townofmedway.org/sites/g/files/vyhlf8006/f/uploads/medway_mp_draft_071822_v2.pdf)

Please be prepared to provide updates on when you will be discussing the DRAFT Master Plan with your respective board and committee. REMINDER – The public comment period runs through September 7, 2022.

I need to hear from Cassandra, Tara, Carey, and Ellen about attendance.

Take care. Stay cool.

*Susy*

Susan E. Affleck-Childs  
Planning and Economic Development Coordinator  
Town of Medway  
155 Village Street  
Medway, MA 02053  
508-533-3291



## Susan Affleck-Childs

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**From:** Susan Dietrich <[sdietrich@medwayschools.org](mailto:sdietrich@medwayschools.org)>  
**Sent:** Friday, August 19, 2022 2:13 PM  
**To:** Susan Affleck-Childs  
**Subject:** [External] Re: A few more items for Monday's MPC meeting

Hi Susy,

I just met with Armand this morning and we finalized the school's feedback as well. Please share with the committee before Monday's meeting, and my apologies for the lateness!

The Schools and School Committee met on 7/28/22 and reviewed in detail goals 9, 11, 14, and 17-23. Overall feedback was very positive and everyone felt the goals were aligned to the strategic plan for the Schools. The only suggested changes were to Goal 20, as noted below:

Below text copied from the Master Plan (no changes suggested):

Goal 20: Invest to Maintain and Modernize School Facilities and Technological Resources to reinforce and sustain Medway's high quality public education services to plan and prepare for changes to school enrollment.

Strategies:

- a. Strategically invest in Medway School buildings, including in appropriate technology, to ensure the town's students continue to receive an excellent education.
- b. Evaluate the current and future use of the Burke portion of the Memorial Elementary School.
- c. Meet the increasingly complex and diverse needs of all students in the Medway Public Schools

Feedback from School Committee/Schools:

Under bullet point a., the School Committee and Schools suggested adding more details regarding this strategy to include:

- Ensure the physical structure of school buildings both maintains safety and security and supports ongoing teaching and learning needs.
- Modernize school libraries to meet the 21<sup>st</sup> century needs of students.
- Conduct regular evaluations of physical plant (HVAC, plumbing, Wifi, etc.) to ensure comfortable learning and working spaces for faculty, staff, and students.

Thank you,  
Susan

On Fri, Aug 19, 2022 at 1:56 PM Susan Affleck-Childs <[sachilds@townofmedway.org](mailto:sachilds@townofmedway.org)> wrote:

HI all,



See attached additional comments received today on the Master Plan Report and Action Plan.

Have a great weekend.

Susan E. Affleck-Childs

Planning and Economic Development Coordinator

Town of Medway

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## Susan Affleck-Childs

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**From:** Barbara Saint Andre  
**Sent:** Friday, August 19, 2022 7:50 AM  
**To:** Jennifer Goldson; laura@jmgoldson.com  
**Cc:** Susan Affleck-Childs; 'Jessica Chabot'; Debi Rossi  
**Subject:** Comments on Action Plan

Good morning, thanks for putting this together. Here are some comments on the latest draft of the **Medway Tomorrow Action Plan**.

Overall comments:

1. Many of the narratives start off by repeating the strategy, particularly starting with Goal 15. This seems a bit redundant and unnecessary, perhaps these sentences at the start of the narratives can be deleted.
2. Try to maintain consistency in format, references, etc. In the list of comments below, I have pointed out some of them, but I am sure there are others that I did not pick up on this time through.
3. This seems awfully long. There are 94 strategies! We need to keep in mind that the items in the Master Plan are not the only things that the Town is working on. Staff and committees are also responsible for all the day-to-day operations, assisting customers, processing applications, other projects, maintenance, etc., that need to be done in order to keep the Town running. I have a few modest suggestions for consolidation of some strategies (see notes on each in the list below):
  - Combine strategies 13B and 13C
  - Combine strategies 6A and 16E
  - Delete strategy 23E

And now, of course, my usual list of minutiae for consideration:

1. Strategy 1A, narrative, first sentence, delete the word "on" after the word "include".
2. Strategy 1A, narrative, should the Village Center area be included in this narrative? While I agree that the Village Center area deserves attention, this particular Goal is specifically about Route 109.
3. Strategy 1A, Timing, delete "Lead Responsible Party".
4. Strategy 1A, Funding Cost: the pricing seems a bit high, particularly since the Town has already spent substantial sums already to improve this corridor.
5. Strategy 1B, narrative, the fourth sentence begins with the phrase "The Agreement also", but there is no prior mention of "the Agreement". There is a later reference to "UCH-TIF Agreements"; needs to be re-ordered.
6. Strategy 1B, Timing, this seems like more of a medium or long-range goal, I don't see it in the next three years.
7. Strategy 1C, the Funding of less than \$50,000 seems unrealistic, based on the costs for the URP for Oak Grove. Should be the second tier of funding.
8. Strategy 1B and 1C: One refers to this department as "Community and Economic Development", the other as "Community and Economic Development staff (CED)". Please use a consistent reference throughout the document.
9. Strategy 2A: The related goals don't really fit here, particularly the second and third bullets.
10. Strategy 2A, the Lead Responsible Party is the Redevelopment Authority.
11. Strategy 3C, narrative, second paragraph, second sentence is incomplete, needs a concluding phrase.
12. Strategy 4A and 4B, "Funding Cost" needs to be in bold.
13. Strategy 4D, narrative, change "level sufficient" to "sufficient level".
14. Strategy 5A, should Economic Development Board be added as a supporting responsible party?
15. Strategy 5G, Lead Responsible Party needs to be in bold.
16. Strategy 5H, narrative, first sentence is missing a phrase.
17. Strategy 6B, narrative, second bullet, last sentence, should read "starter-home".

18. Strategy 6C, narrative, second sentence, I would delete "and accessible", as I am not sure as to the accessibility of the units.
19. Strategy 8A, narrative is out of date, the town has a contractor and construction is underway.
20. Strategy 8B, last sentence of narrative talks about water resources, but the strategy is a wastewater strategy. What is the connection, something seems to be missing.
21. Strategy 9A, Lead Responsible Party should perhaps be Select Board/Town Manager, with DPW moved to supporting.
22. Strategy 9B, Lead Responsible Party should perhaps be Select Board/Town Manager, with DPW added as supporting. CED does not generally perform these types of studies and should be deleted.
23. Strategy 9C, Lead Responsible Party should perhaps be Town Manager/Superintendent of Schools, with Finance Director moved to support.
24. Strategy 10C, narrative, third sentence, should read "Medway already has..."
25. Strategy 11A, I would remove Treasurer/Collector as a supporting responsible party.
26. Strategy 12A, Lead responsible party is "DPW"; elsewhere the term used is "Department of Public Works"; should be consistent throughout.
27. Strategy 2B, I would say PEDB as Lead responsible party.
28. Strategy 13A, 13B and 13D, Lead responsible party should be Select Board/Town Manager, because the SB acts as Road Commissioners for the Town.
29. Strategy 13C, is this really a separate strategy? I think it should be integrated into Strategy 13B.
30. Strategy 14A, narrative, last sentence refers to the "Public Safety building". Sorry to keep repeating this, but it has not been determined if there will be a public safety building, or separate facilities.
31. Strategy 14C, narrative, first sentence, change "communities" to "Medway". Also, delete the third and fourth sentences, which are duplicates.
32. Strategy 14C, Zoning and Other Requirements, change "municipalities" to "Medway".
33. Strategy 14D, Funding source, change "due" to "do".
34. Strategy 14E, delete DPW as supporting responsible party.
35. Strategy 15A, narrative, last sentence, should be "...that have scenic and unique features."
36. Strategy 15B, 15C, and 15D, the Related Goal does not seem to fit.
37. Strategy 15B, "Supporting Responsible Parties" should be in bold.
38. Strategy 15C, narrative, first paragraph, last sentence, delete "on its head". The second paragraph of the narrative seems redundant and can be deleted.
39. Strategy 15C, "Lead Responsible Party" and "Funding Costs" should be in bold.
40. Strategy 15D, narrative, delete the second sentence which simply repeats the strategy and seems out of place at that spot; perhaps could be re-worded.
41. Strategy 16B, narrative, fourth sentence, should be "100 years old or older". Delete the fifth and sixth sentences, which are duplicative.
42. Strategy 16C, narrative, fifth sentence, should read "and most are residential".
43. Strategy 16C, Supporting Responsible Parties should be same as for 16B.
44. Strategy 16E, this seems substantially the same as strategy 6A, I would delete 16E.
45. Strategy 17B, narrative, second sentence, "improve" should be "improves".
46. Strategy 17F, narrative, last sentence, "plan" should be "plant".
47. Strategy 18A, narrative, first sentence, "continue" should be "continues".
48. Strategy 19A, change "Town Administrator" to "Town Manager".
49. Strategy 19B, narrative, last sentence, should be "in-person".
50. Strategy 19C, "Funding Costs" should be bold.
51. Strategy 20A, narrative, the second and third paragraphs appear to both be referring to the same facility study, but using different names, and appear redundant.
52. Strategy 21A, narrative, third sentence, delete "neutral" before "location", not sure why we need this reference.
53. Strategy 21B, should be "Supporting Responsible Parties". Also, add Historic Commission and Historical Society as supporting responsible parties.
54. Strategy 21C, should be "Lead Responsible Party", not "Primary".

55. Strategy 22B, was this intended to be of broader scope, as in looking at staffing needs system wide? Or is that another strategy?
56. Strategy 23A, Related Goals, the second bullet does not seem to fit.
57. Strategy 23A, should be "Lead Responsible Party", not "Primary"; also, "Supporting Responsible Parties" should be bold.
58. Strategy 23C, should be "Lead Responsible Party", not "Primary"; also, delete last bullet under Related Goals as not needed.
59. Strategy 23D, delete "Parks Commission", duplicative as Parks and Recreation already listed.
60. Strategy 23E, is this strategy really needed or appropriate? The OSRD plan is already being implemented, this seems redundant.
61. Strategy 24B, Related strategies, the first bullet does not seem to fit and should be deleted. Should be "Lead Responsible Party", not "Primary", and put in bold. I would add the Board of Health as supporting responsible party.
62. Strategy 24C and 24D, should be "Lead Responsible Party", not "Primary"

Thanks! Let me know if you have any questions. On to the Master Plan.

**Barbara J. Saint Andre**  
**Director, Community and Economic Development**  
**Town of Medway**  
**155 Village Street**  
**Medway, MA 02053**  
**(508) 321-4918**

## Susan Affleck-Childs

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**From:** Barbara Saint Andre  
**Sent:** Friday, August 19, 2022 10:01 AM  
**To:** Jennifer Goldson; laura@jmgoldson.com  
**Cc:** Susan Affleck-Childs; 'Jessica Chabot'; Debi Rossi  
**Subject:** Comments on Master Plan

Hi, just a few comments on the latest draft of the Master Plan. See my comments on the Action Plan as to suggestions for consolidating a few of the strategies.

1. Page 3 references a Master Plan Implementation Committee, my understanding is that it has not been determined yet if there will be a committee.
2. Page 6, Introduction, first paragraph, last sentence: Starting the last sentence with "At the same time" is confusing; how about "The 2009 Master Plan states that, at that time, the Town..."
3. Page 8, Phase 1, second sentence, should read "and priorities,".
4. Page 13, Housing and Demographics, first sentence currently reads: "Medway is challenged to diversify the housing stock with an increase in rental units, multi-family dwellings, and smaller units is important to meet the needs of current residents of the community and to make the Town more welcoming and inclusive to all." I am not sure exactly what was intended, but how about this: "Medway is challenged to diversify its housing stock with an increase in rental units, multi-family dwellings, and smaller units. Housing diversity is important to meet the needs of current residents of the community and to make the Town more welcoming and inclusive to all."
5. Page 25, the Town center land area owners map is really hard to read, even when I zoom in. Is it really helpful? Owners can change at any time.
6. Page 27, caption should read "...one of two Village Commercial Districts." (VC is not an overlay district.)
7. Page 30, the caption reads "example of missing middle market-rate housing in Medway". Not sure what this means, are the buildings in the photo in Medway? If not, the caption should be amended to "example of middle market-rate housing, needed in Medway" or something along that line.
8. Page 37, the caption for the Ide House states "Medway Historical Society"; the Ide House is owned by the Town, not the Historical Society. The Historical Society uses a portion of the House. Can this be encapsulated in the caption?
9. Page 40, the caption for the bike parade should be credited to "Wicked Local", I believe.

That's all for now.

**Barbara J. Saint Andre**  
**Director, Community and Economic Development**  
**Town of Medway**  
**155 Village Street**  
**Medway, MA 02053**  
**(508) 321-4918**

Board Members  
Martin Dietrich, Vice Chair  
Jason Reposa, Member  
David Travalini, Member  
Nicholas Fair, Member  
Wallace Long, Member  
Stephanie Carlisle, DPW Staff Contact  
Frank Rossi, Select Board Liaison  
Bob Tucker, PEDB Liaison  
Cindy Sullivan, School Liaison



## TOWN OF MEDWAY COMMONWEALTH OF MASSACHUSETTS

### ENERGY AND SUSTAINABILITY COMMITTEE

Dear Master Plan Committee,

On behalf of the Energy and Sustainability Committee, please see the comments regarding the goals and strategies of the Master Plan. Bolded words indicate additions and strikethroughs indicate language to remove.

- Goal 8 Strategy C. "Implement the recommendations included in the Code Review for Medway's Municipal Separate Storm Sewer System (MS4) permit to update codes, bylaws, rules, and regulations pertaining to stormwater **and phosphorus removal requirements.**"

Explanation: The Town is required to remove 882 pounds of phosphorus from entering the MS4 and ultimately our waterbodies by 2038 per the Environmental Protection Agency's (EPA) MS4 Permit. It is estimated that each pound of phosphorus removal can cost between \$25,000 - \$100,000. In other words, compliance with this EPA requirement can come with a price tag ranging from \$22 million to \$88 million. I am working on ways to reduce this cost through multiple grant sources, but ultimately, compliance with the MS4 regulations will come at a cost. Therefore, the committee and I find it imperative that "phosphorus removal requirements" should be called out explicitly so residents are aware of the work that needs to be done in the next decade to comply with the orders of the Federal Clean Water Act.

- Goal 14 Actively work to achieve ~~40%~~ **50%** emissions reduction below the fiscal year 2009 baseline by 2030.

Explanation: The Climate Act legislation calls for a 50% reduction by 2030, so the Town should align with the State goals. The Act's baseline is 1990, but Medway does not have data dating back then. Also, the data we have is only for municipal buildings, fleet, park lighting, and street/traffic lights.

In general, the committee supports the goals and strategies listed in the Master Plan and supports the idea of expanding the role of the Energy and Sustainability Committee.

Thank you for your exceptional work and dedication to this process.

Sincerely,

Stephanie Carlisle  
Compliance Coordinator  
Energy and Sustainability Committee Staff Contact

## Susan Affleck-Childs

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**From:** Leanne Harris <leannejharris@gmail.com>  
**Sent:** Monday, August 22, 2022 3:36 PM  
**To:** Susan Affleck-Childs  
**Subject:** [External] Master Plan

BOH member input

Thank you for requesting BOH input into the MP draft & action plan.

Master Plan Committee,

Upon review of the Action Plan, I noted only one Goal which included the Health Agent & BOH. (Goal 22)

The BOH is responsible for Disease Prevention & Control, Health & Environmental Protection, & Promoting a Healthy Community.

There are other Goals which include BOH related responsibilities and in my opinion should include the BOH & Health Agent input:

Goal 8- protect drinking water

Goal 17- waste disposal

Goal 23- Water Recreation

As for the MP draft:

1- Promoting healthy indoor public/municipal environment by installing high quality HVAC systems & ventilation especially in new facilities; consider air disinfection/purification systems such as UV-C disinfection to reduce airborne contagious contaminants.

2- Increase use of Electric vehicles:

Is there a plan to deal with battery disposal? Electric vehicles will have an impact on our power grid thus we need to consider future grid capacity. (Increased population will also impact electric grid)

3- Encourage natural pest repellants in areas of public gatherings: example: Mosquito repellant plants, Bat Houses.

Thank you,

Leanne Harris  
BOH member

Sent from my iPhone

## **FINANCE COMMITTEE COMMENTS ON MASTER PLAN**

August 10, 2022

### **FROM BRIAN COWAN**

My primary comments are around the push for diversity in housing. I am concerned about that focus in this document, and that it appears to be a bit too narrowly focused there.

I would be really interested in hearing what others on the committee think. I am not going to force a meeting, but it would be good to discuss.

### **FROM JEFF O'NEILL**

There are numerous projects to "consider" as the plan puts it. As this will be the plan put forth, many residents will assume that consider means Town recommended and Medway will be working towards implementation of these strategies and projects. The price tag to do so is likely to be hundreds of millions of dollars yet no mention of cost is included. I understand that is not in the mandate but it has to be presented in conjunction WITH this plan rather than a line that says regarding Strategies (pg20) "They are actionable and will involve funding, regulation, programs etc.".

A couple of specific issues:

#### Accessible and Affordable Housing Options

What exactly does affordable mean? The current plan requires some "affordable" options but, in reality, much of these are not actually affordable to those who need it (Seniors in particular) nor attractive to developers if fully restricted with zoning changes that should be implemented. How do we make this goal specific to Medway? Using the AMI or other national figures for income is flawed. The Willows project and Millstone Village are not examples of affordable options to keep our seniors in Town. (Goal 24)

#### Goal 21:

Construction of a new community center - could be combined with Goal 23 as they should not be mutually exclusive. A total package can be presented with the associated cost(s) as a supplement. Community input is plentiful when there is no \$ investment or increase in taxes mentioned - support will most certainly wane when the cost and individual homeowner impact is known.

#### Goal 23:

Any mention of a community pool or temporary outdoor skating rink should be removed. Leave it as "Continue to consider construction more options for pre-teen/teen recreation." Any future blueprint should not include specific items that have



a significant upfront cost as well as increasing the annual operating budget to include wages and benefits for staffing (unless self sustaining which neither of these would be).

Has the committee thoroughly looked at the existing Senior Center and concluded that it is well-resourced (pg18)? The location is right, size of building is sufficient and there is space for an expansion of activities? As more emphasis is put on youth activities at Oakland Park, are seniors then left without room for expansion of outdoor activities, barbeques etc? As a Finance Committee member, I'm waiting for some big \$ asks from that group - we have yet to see that in years past and the population is getting much larger. I feel that is not all that well represented in this plan if you look at what other communities offer. How can Medway create the best/most complete Senior Center around?

## **FROM CHRIS LAGAN**

My questions are as follows:

Overall the goals are well articulated and thought out.

Many of these initiatives are extremely costly- from land acquisition, to new municipal facilities, to on-demand transportation and shuttle services.

Was a cost /benefit analysis performed?

Goal 5:

Promoting support for new local businesses by specifically promoting agriculture (agri entrepreneurs and expanding the farmer's market) seems very narrow.

Why specifically promote these businesses and not others?

Chapter 4: Infrastructure

With respect to electric vehicles charging stations:

How often are the current EV charging stations in town used?

Are they used by residents or non-residents?

Who pays for the electricity cost associated with the EV charging?

Are the EV stations powered by renewable energy sources?

Are EV stations practical or "feel-good"? (noting that fully charging a car at most public EV stations takes many, many hours. Simply plugging into a charger while you run a few errands provides almost no benefit)

Goal 14:

Was the towns baseline emissions (85 million lbs. of CO2) independently verified and audited?

Is a 40% reduction of that number realistic?

What is the tangible benefit of a 40% reduction to Medway?

Does achieving this goal entail reducing or eliminating new natural gas hook ups in town?

What is the cost of measuring the current CO2 level?

What is the cost of reducing emissions by 40%?

What is the cost to measure ongoing reduction efforts?

## **FROM SUE SEGARRA**

Goal 14 Actively work to achieve 40% emissions reduction

Part D 1. Create community -support solar project. How will this be funded? Or is this a question for the implementation portion of the presentation to come?

Part D. 2. Is this a conflict with Goal 15 – protect tree canopy?

Goal 8 Protect Drinking Water

Part B Purchase additional capacity – is this in addition to what we are already doing with purchasing capacity from Franklin?

Goal 15 Permanently protect Tree Canopy

Part A What will be done with this property once purchased? Will this be leased for local food production? Who is managing this – does it require additional headcount from the town?

General Question:

Is there any order of priority of these goals and subgoals? Or will this be addressed in the implementation plan?

## **FROM ELLEN HILLERY**

Page 25:

Gathering paces should be spaces

Page 30:

Kenny Dr should be Kenney

Page 46:

a. Frank Rossi was specific at the joint meeting with the Select Board, Planning Board and the MPC, that we should not specifically state we want to acquire Shady Oaks Farm. I emphatically agree, we should not state so clearly that we want someone's private land. The MPC draft document now says we should acquire historic farmlands. I still think this is too strong. It also puts the farmer in a better position for bargaining on purchase price. We should certainly preserve open space, and it is good to have the right of first refusal, and that is where we should be clear that we are interested if it makes good financial sense.

Page 46:

d. Tree Canopy

Inventorying the current tree canopy is ambitious. This will require a study of some sort that will be expensive if it falls outside of the scope of the town's conservation agent. I agree we

want tree cover, as it provides cooling. However, there is an overarching theme here that all trees are good. So many tree species are invasive, nonnative, and threatening. If we inventory the tree canopy, it should be with more of an eye to rid the town of dangerous trees that invite damage lawsuits when they fall and create havoc during extreme summer and winter weather due to massive downing. So many trees are on private property, and if you drive around town now with everything leafed out, you can see so many dangerous trees that should be taken down and are being ignored, as it is expensive. The town can't regulate this on private land. We should at least remove trees that we have a right to take down. We all hate power outages, but people also complain bitterly about tree trimming. There needs to be a balance.

Page 47

d. CPA funds are so important to the town. We are lucky we enacted it early when the state match was 3%. There is always a risk that voters in the town decide they don't want a CPA fund levy in our town anymore. The committee ensures that the statutes are scrupulously followed, and the money spent on projects is accurately allocated. The town is small, and favoritism could be inferred by others if we start awarding CPA grants to individuals. I believe using CPA funds for grants for individual homeowners is not appropriate. The town taxpayers who pay 3% of their taxes each year for the CPA would not benefit with taxes going directly to individual homeowners; this seems unfair to the other taxpayers.

Page 48

Composting

This is a great idea, but we must make sure that there is a safe place to deposit compost and also that we are not adding to toxic compost fills that were recently profiled in this article:

<https://www.bostonglobe.com/2022/07/06/science/when-organic-is-toxic-how-composting-facility-likely-spread-massive-amounts-forever-chemicals-across-one-town-massachusetts/>

Pictures on Page 55, 56, 57, 58 taken by Sandy Johnston (not Johnson)

## Notes for Master Plan Committee

Stephanie Carlisle – Compliance Coordinator and Energy and Sustainability Committee Staff Contact  
August 19, 2022

Goal 3. Promote commercial and industrial development expansion.

- 3C. As Medway developed, they zoned industrial development towards the outskirts of town. Unfortunately, these areas are also the wellhead protection areas for the drinking water supply. Land use in these areas should be as minimally impactful as possible to protect the towns water supply. The town should reconsider expanding industrial zoning/development in these areas and perhaps relocate development to an area with less environmental impact on the water source.

Goal 8. Protect drinking water quality, expand wastewater treatment capacity, and implement MS4 stormwater permit recommendations.

- Add: Implement the Phosphorus Control Plan to promote cleaner stormwater runoff and improve the health of our rivers and streams.
- Add: Incorporate green infrastructure techniques and nature based solutions in roadway work

Goal 10. Create new or updated municipal facilities

- Add: Continue to improve energy efficiency of buildings, especially the schools.
- \*Marty also made a comment on this Goal. He suggested adding “ Consider strategizing to use renewable, low emissions energy to support new construction.”

Goal 14. Actively work to achieve 40% emissions reductions below the FY2009 baseline by 2030.

- Change to 50% so it aligns with the State Goal.

Goal 17. Reduce impacts on essential natural systems caused by human activity.

- 17b. I would either rewrite this or make these changes because this sentence doesn’t really make sense (I think I know what it’s trying to say, but it seems like just a bunch of buzz words.) If you don’t want to change this strategy, my only request would be to add the word “species” after pollinator.

~~“Consider improvements to various habitat areas such as forests, meadows, like historic streams, and restore wetlands restoration areas, including by planting pollinators native species and new trees”~~

Or write something like this:

**“Use native species to restore aquatic and terrestrial habitats and improve the health of pollinators, fish, and other wildlife.**

- 17c. Again, this sentence sounds like a bunch of buzz words. So would suggest something like this:

**Collaborate with groups, including the schools, to plant and sustain rain and pollinator gardens and provide more hand-on experiences for children.**

- 17e. Review and revise land use regulations to ensure that **all** new development **and redevelopment** activity integrates nature-based design solutions ~~along public streets and within parking areas~~ to reduce stormwater

runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits. **Public streets, parking lots, and other large impervious areas should be prioritized for these improvements.**

Goal 19. Consider ways for the public to submit feedback to the Town so that community members can express their views.

- 19b. I would rewrite it to something like this: **“Allow for alternative meeting methods such as virtual meetings.”** I’m not sure what email outreach means.

**Proposal** – To establish a Medway Master Plan Implementation Committee (MPIC) to replace the Master Plan Committee to work to ensure the vision, goals, and strategies of the 2022 Master Plan are achieved.

The Medway Master Plan Action Plan outlines a wide range of strategies to achieve the 2022 Master Plan's vision and goals. The Master Plan Action Plan is comprised of 94 actionable strategies grouped into four key themes:

- Responsible and Strategic Growth;
- Public Infrastructure to Support Growth;
- Conservation, Resilience and Stewardship; and S
- Supportive Community.

Each strategy identifies a lead responsible party for implementation (Town board, committee, or department) and other supporting entities to be involved.

The MPIC shall work with these various parties in a supportive and collaborative role to:

- Assist in understanding how the Master Plan integrates with their existing priorities, programs, and services.
- Advocate to stay on track with the implementation strategies assigned to them.
- Liaise with and promote collaboration among Town boards, committees, departments, and residents on implementation tasks that require additional planning work.

The MPIC shall also:

- Track and evaluate the Town's progress on implementation of Master Plan strategies, on at least an annual basis, to ascertain status, identify issues or constraints and barriers to progress, and determine if conditions have changed or new information has become available that could affect the implementation activities, responsibility assignment, and completion schedule.
- Prepare and provide an annual progress report to the Select Board, Planning and Economic Development Board, and Town Meeting
- Advocate with various decision-making entities to carry forward Master Plan implementation strategies
- Secure community support for proposed Master Plan implementation actions by keeping citizens actively engaged in planning and committed to the success of the Master Plan through public education, web site information, and social media

**Composition** – The Committee shall be comprised of a representative of the Select Board, Planning and Economic Development Board, Finance Committee, Board of Parks Commissioners, and School Committee and two other at-large members who may be representatives of other Town boards and committees.

The above noted boards/committee shall annually select their representative to the MPIC. The other members shall be appointed by (TM, SB, PEDB?) for a \_\_\_\_ year term.

The Committee will conduct its activities in compliance with all relevant state and local laws and regulations including, but not limited to the open meeting law, ethics laws, and public records laws.

The Committee will be supported by staff from the Community and Economic Development Department and the Town Manager's office. Additional support may be provided by other Town departments such as Public Works, Building, or Parks.

Committee members are not authorized to direct Town staff or members of other Boards and Committees.

DRAFT – August 18, 2022

DRAFT